The Defense Acquisition Business Community

Phil Rodgers
Principal Deputy Director,
Acquisition Resources and Analysis
April 2010

SECDEF Improvement Strategy Objectives

1. Rebalance the acquisition total force – grow the organic acquisition workforce 15% by 2015 —126,000 to 147,000
   - 9,887 new positions
   - 10,000 in-sourced contract services positions
2. Strategically grow to improve acquisition capabilities and capacities -- strengthen organic core
   - Technical capabilities
   - Business functions-- contracting, pricing and cost estimating
3. Improve DoD's oversight capability to improve acquisition outcomes
4. Assess workforce competencies to identify gaps, improve workforce

Acquisition Workforce Functional Leaders

Dr. Nancy Spruill
BCEFM

Dr. Dave Ahern
ACQ & PM

Mr. Alfred Volkman
AT&L

Mr. James Dalton
FE

Mr. Shay Assad
CON

Mr. Chris DiPetto
Acting - T&E

Mr. Stephen Welby
SPRDE/SE/PQM

Dr. John Fischer
STM

Mr. Edward Wingfield
Acting, IT/SAM

Mr. Randy Fowler
LOG

Ms. Sharon Jackson
BCEFM

Mr. Brad Brown
ACQ-PM

Mr. Lenny Manning
CON

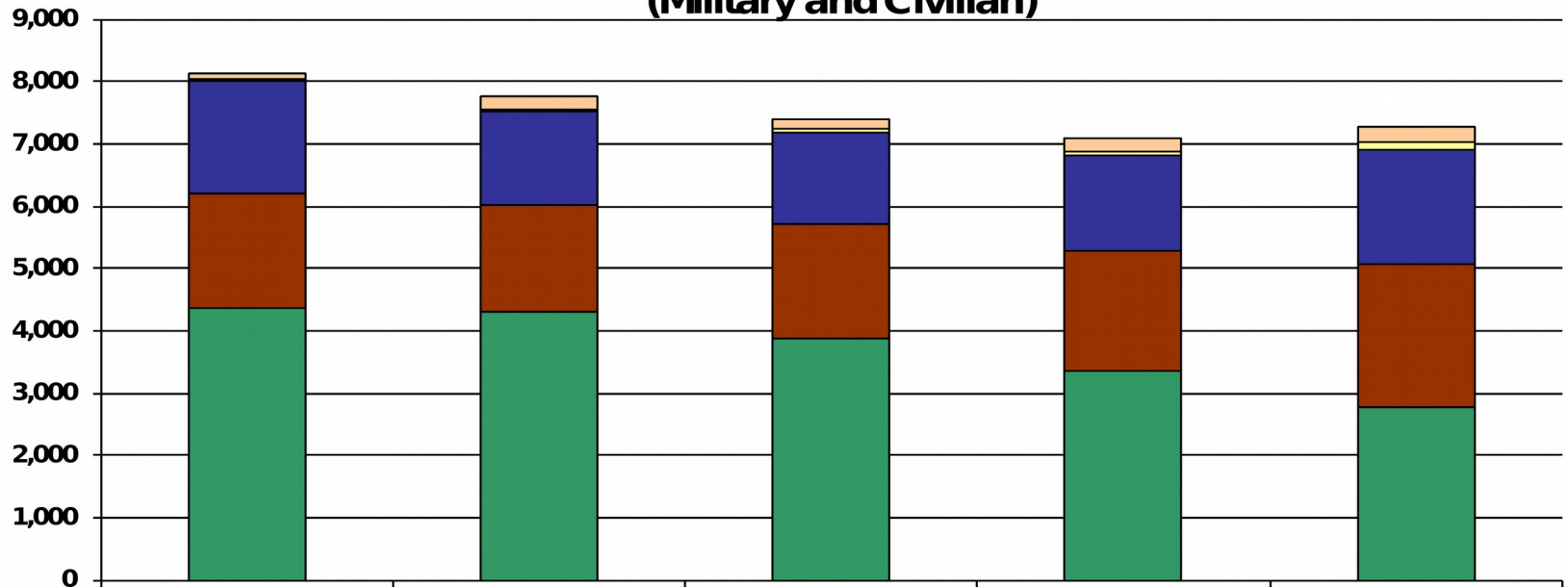
Mr. George Prosnik
E&T

Mr. Bill Kobren
LOG

Functional Center Directors

FY09 Defense Acquisition Workforce - Business

Defense Acquisition Workforce Count (FY2005 - FY2009)
Business (Cost Estimating and Financial Management)
(Military and Civilian)



	2005	2006	2007	2008	2009
Other Defense	83	189	136	217	242
DLA	0	0	21	7	6
DCMA	18	30	48	46	112
Air Force	1,826	1,503	1,488	1,530	1,845
Navy	1,840	1,715	1,817	1,935	2,286
Army	4,352	4,310	3,877	3,350	2,771
Total	8,119	7,747	7,387	7,085	7,262

Defense Acquisition Workforce Count

FY08 vs FY09

Career Fields	ARMY	NAVY / USMC	AIR FORCE	Defense Agencies	FY09 TOTAL	FY08 Total
Auditing	0	0	0	3,777	3,777	3,638
Business, Cost Est., & Fin. Mgt	2,771	2,286	1,845	360	7,262	7,085
Contracting	8,391	5,516	7,443	6,305	27,655	25,680
Information Technology	1,843	1,240	966	309	4,358	3,934
Life Cycle Logistics	7,952	4,784	1,989	127	14,852	13,361
Production, Quality & Manufacturing	1,930	2,064	389	4,640	9,023	9,138
Program Management	3,452	4,598	4,461	911	13,422	12,871

The Business Career Field, which includes Cost Estimating and Financial Management Career Paths, is Projected to Grow Approximately 23% by FY2015

“Workforce Size is Important, but Quality is Paramount”

The Honorable Ashton B. Carter
Under Secretary of Defense for Acquisition, Technology, and Logistics

Defense Acquisition Workforce Improvement Strategy – Civilian Growth

Defense Acquisition Workforce (DAW) Career Field/Career Path	FY09 - FY15 %of Total DAW Growth	FY09 - FY15 %Career Field Growth
Contracting (includes Pricing)	26%	23%
Systems Planning, Research, Development & Engineering (SPRDE) (Program & Systems Engineering Career Paths)	22%	16%
Program Management	11%	19%
Life Cycle Logistics	9%	16%
Business (Cost Estimating & Financial Management Career Paths)	7%	23%
Production, Quality and Manufacturing	5%	13%
Audit	3%	20%
Information Technology (Acquisition)	2%	14%
Facilities Engineering	2%	10%
Test & Evaluation (Acquisition)	1%	5%
Industrial and/or Contract Property Management	0%	12%
SPRDE - Science and Technology Career Path	0%	10%
Purchasing	0%	3%
Other/Unallocated Growth	12%	

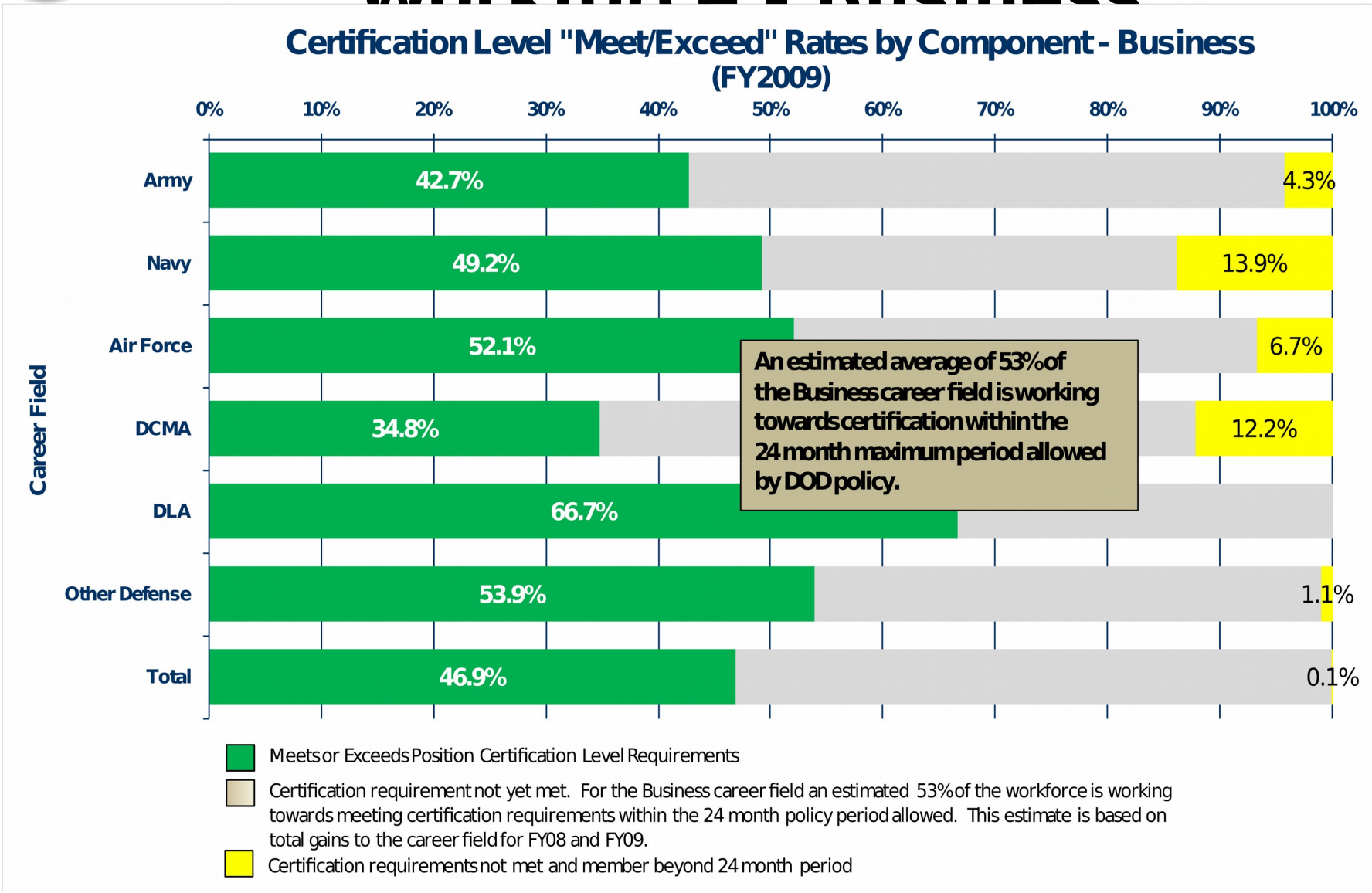
Source: AT&L HCI based on Component inputs for Oct09 Senior Steering Board

FY09 Defense Acquisition Workforce - Business

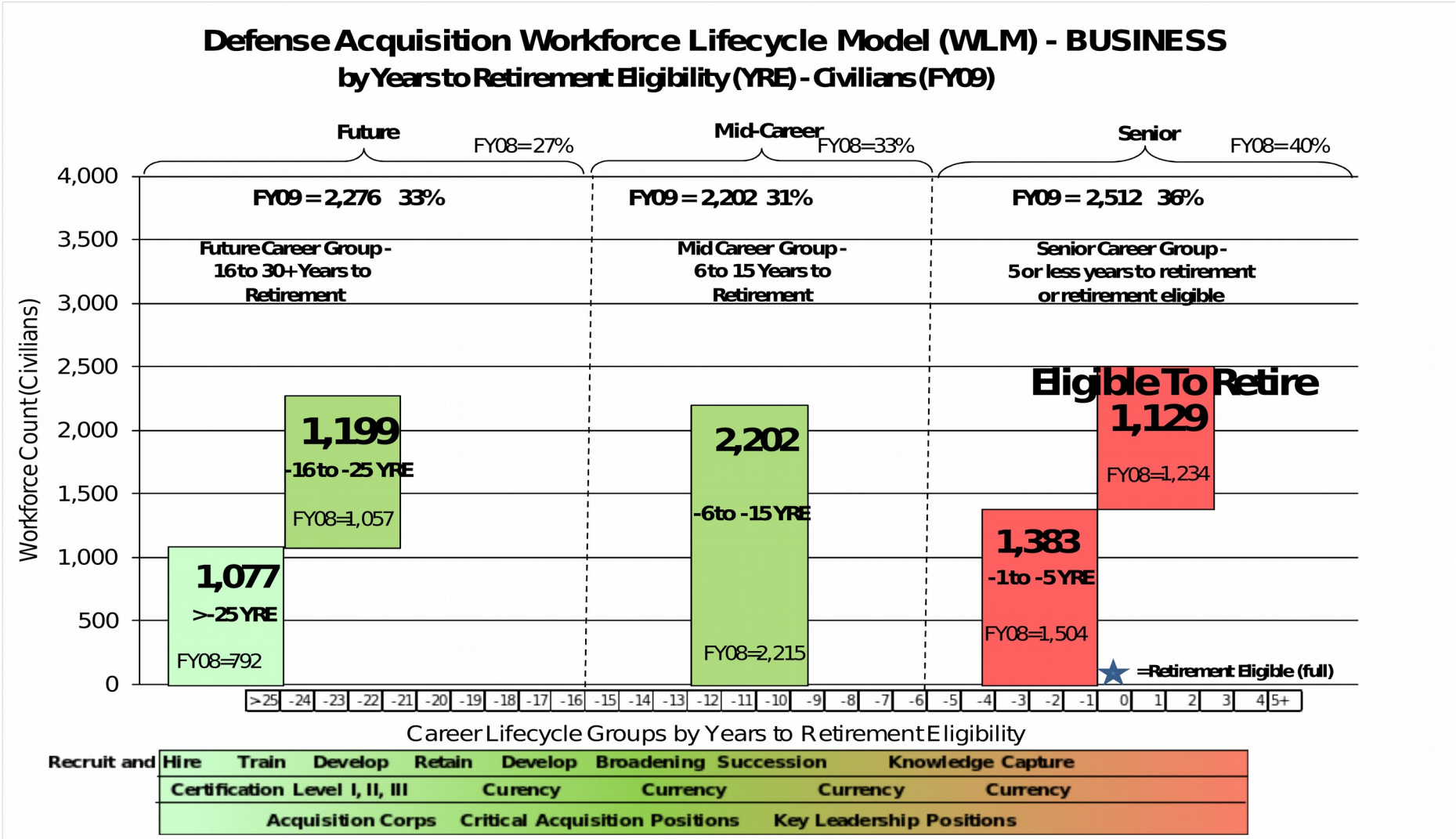
Certification Level Requirements by Service (FY2009) Business - Cost Estimating and Financial Management	DAWIA Level I	DAWIA Level II	DAWIA Level III	Total	DAWIA Level I (%)	DAWIA Level II (%)	DAWIA Level III (%)
Army	302	1,252	1,217	2,771	10.9%	45.2%	43.9%
Navy	254	693	1,336	2,283	11.1%	30.4%	58.5%
Air Force	197	1,335	311	1,843	10.7%	72.4%	16.9%
DCMA	2	42	68	112	1.8%	37.5%	60.7%
DLA	0	1	5	6	0.0%	16.7%	83.3%
Other Defense	20	72	149	241	8.3%	29.9%	61.8%

Note: There are 3 records with null in the Career Level Required Code field

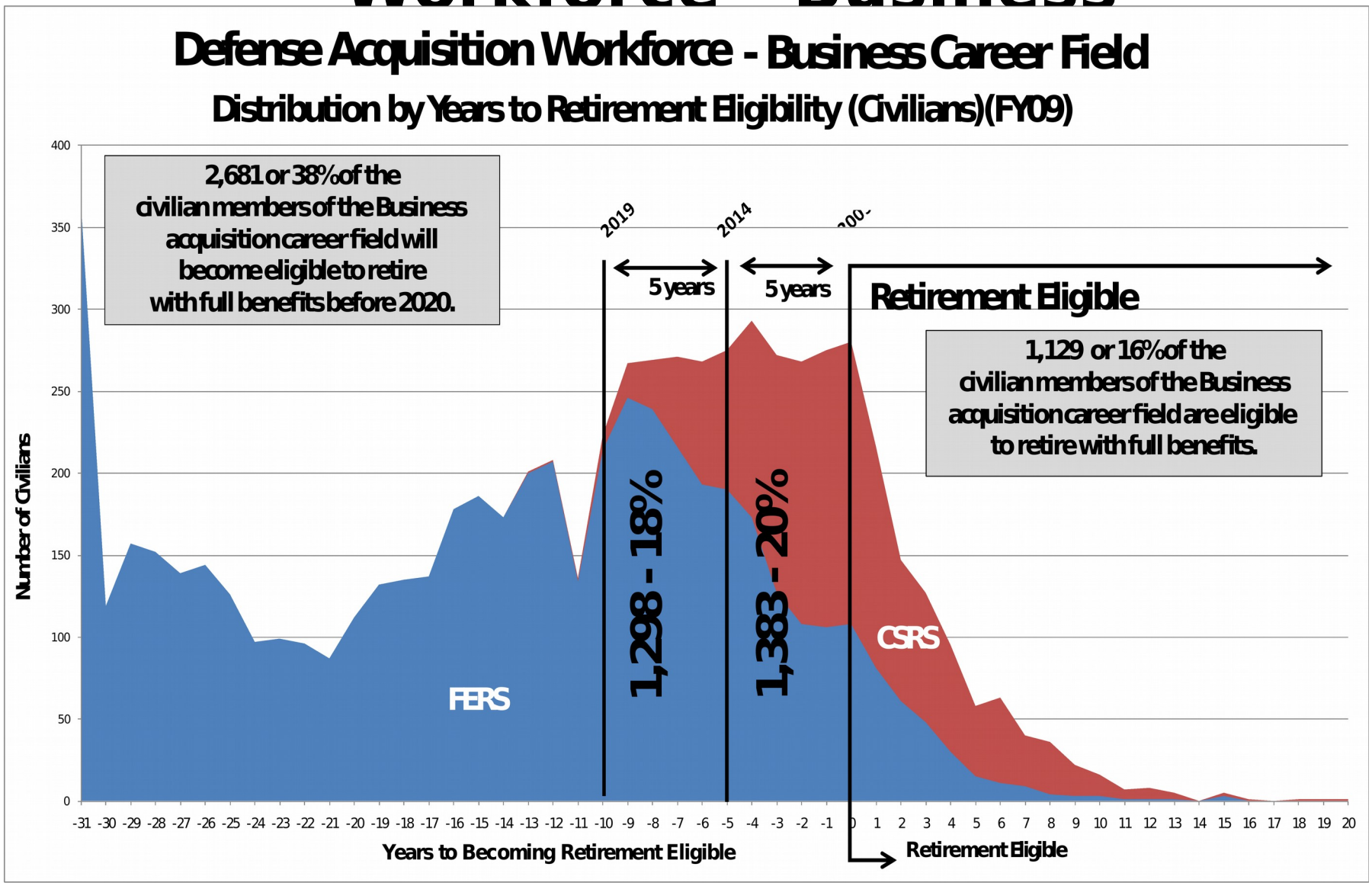
FY09 Defense Acquisition Workforce - Business



FY09 Defense Acquisition Workforce - Business

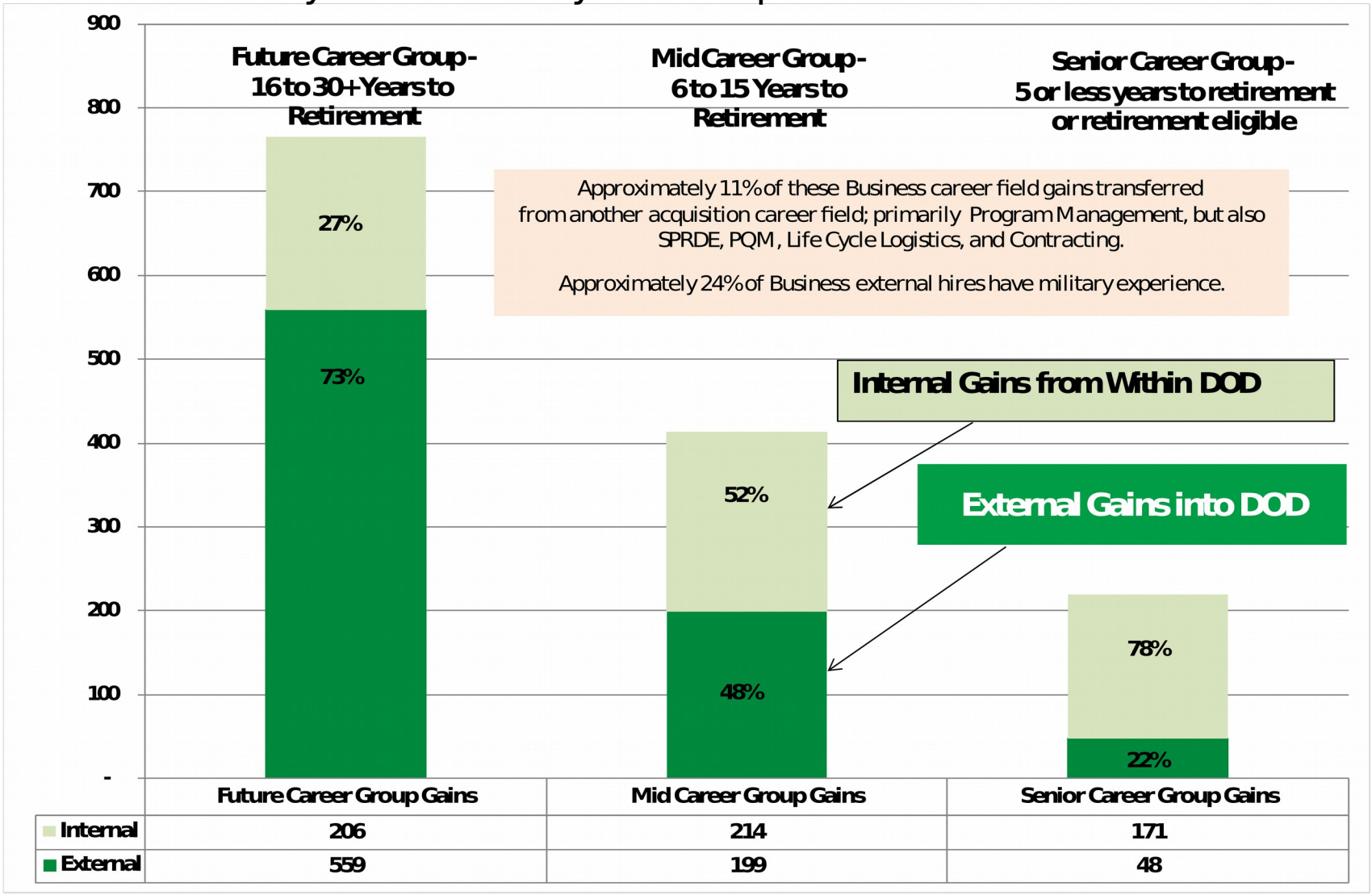


FY09 Defense Acquisition Workforce - Business


Defense Acquisition Workforce - Business Career Field
Distribution by Years to Retirement Eligibility (Civilians)(FY09)
2,681 or 38% of the civilian members of the Business acquisition career field will become eligible to retire with full benefits before 2020.
2019
2014
5 years
5 years
Retirement Eligible
1,129 or 16% of the civilian members of the Business acquisition career field are eligible to retire with full benefits.
1,298 - 18%
1,383 - 20%
FERS
CSRS
Number of Civilians
Years to Becoming Retirement Eligible
Retirement Eligible

FY09 Defense Acquisition Workforce - Business

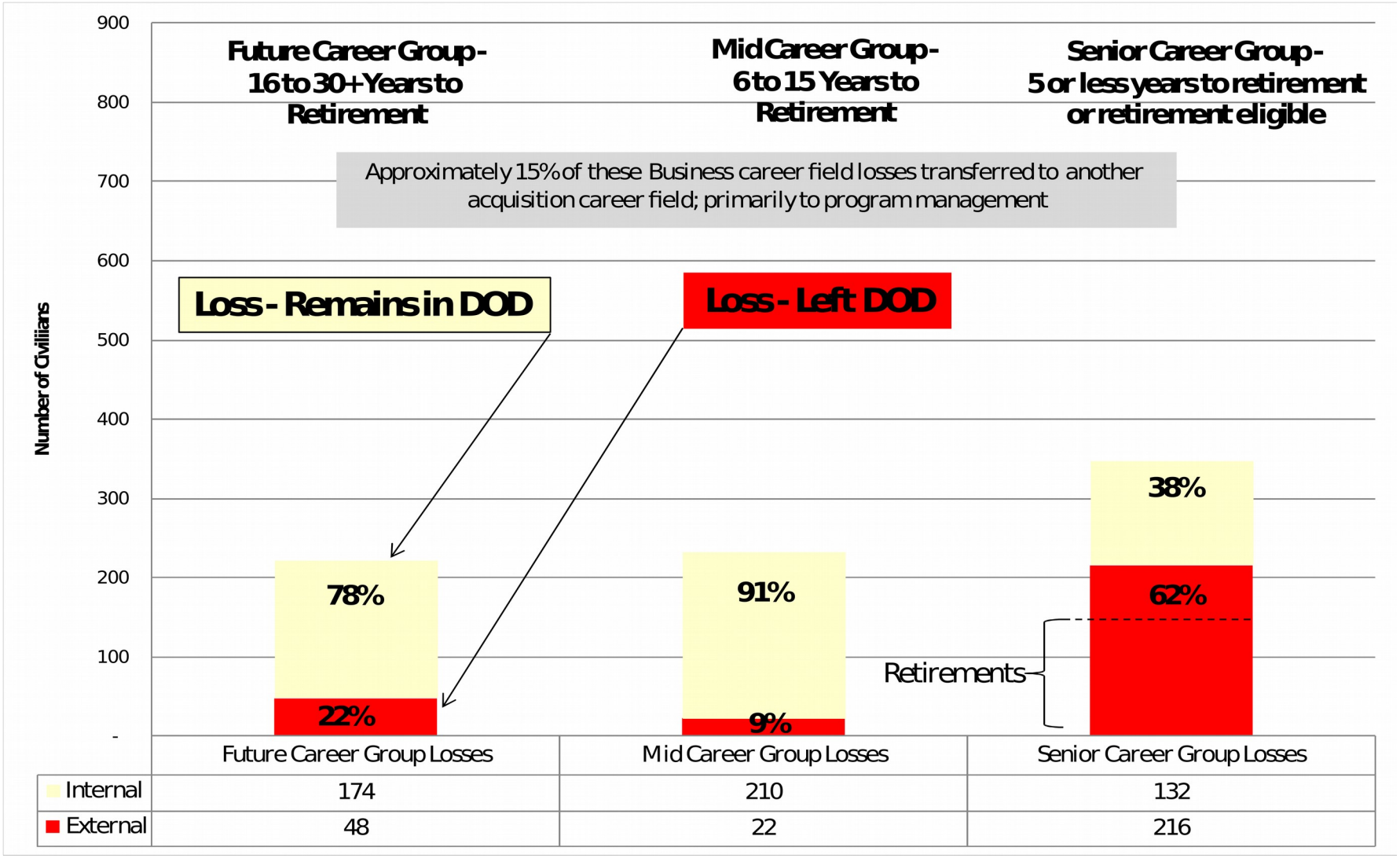
FY2009 Gains by Career Lifecycle Group and Source - External and Interna


900
800
700
600
500
400
300
200
100
-
Future Career Group - 16 to 30+ Years to Retirement
Mid Career Group - 6 to 15 Years to Retirement
Senior Career Group - 5 or less years to retirement or retirement eligible
27%
73%
52%
48%
78%
22%
Approximately 11% of these Business career field gains transferred from another acquisition career field; primarily Program Management, but also SPRDE, PQM, Life Cycle Logistics, and Contracting.
Approximately 24% of Business external hires have military experience.
Internal Gains from Within DOD
External Gains into DOD

	Future Career Group Gains	Mid Career Group Gains	Senior Career Group Gains
Internal	206	214	171
External	559	199	48

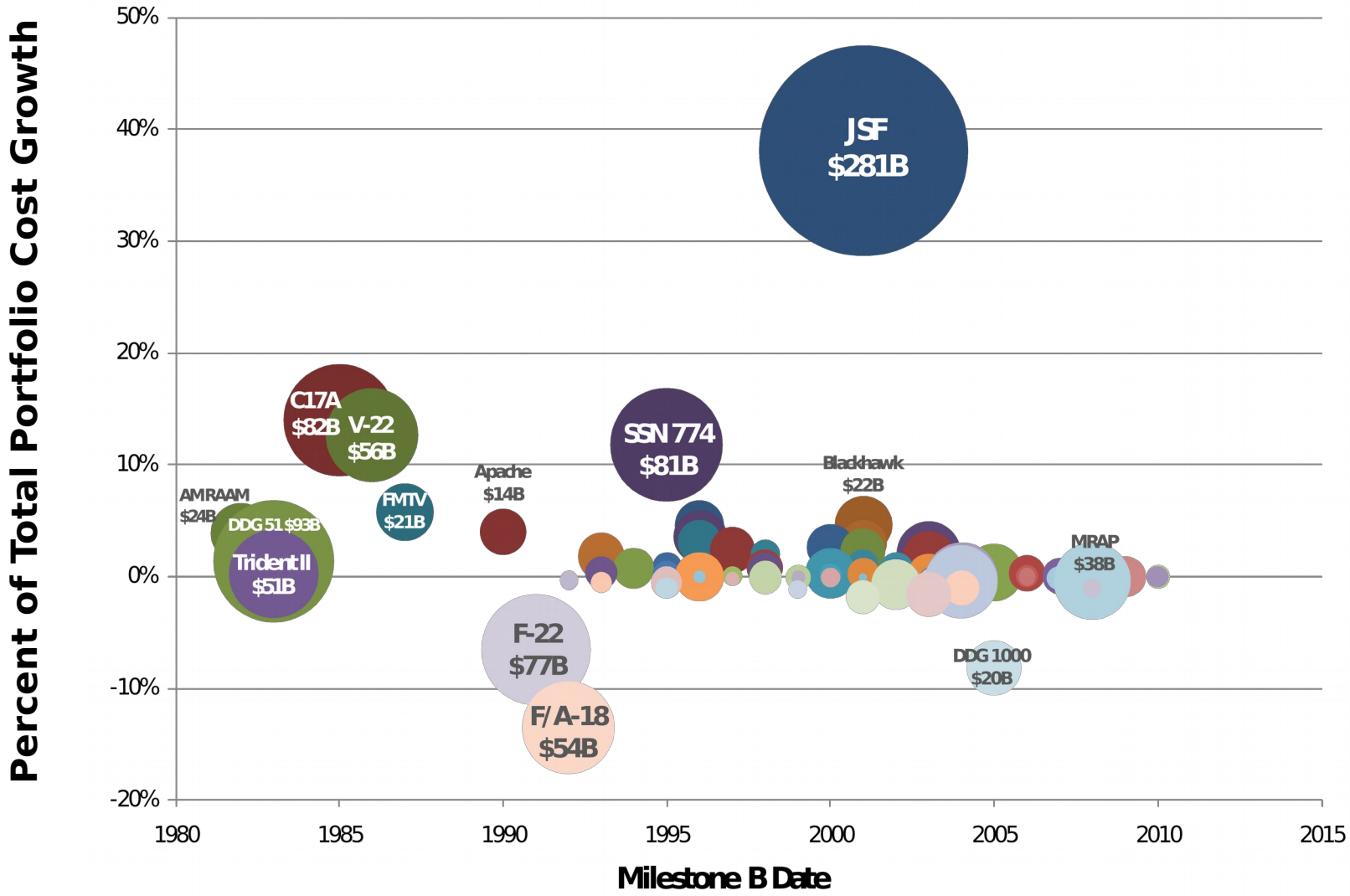
FY09 Defense Acquisition Workforce - Business

FY2009 Losses by Career Lifecycle Group and Source - External and Internal



	Future Career Group Losses	Mid Career Group Losses	Senior Career Group Losses
Internal	174	210	132
External	48	22	216

FY10 Acquisition Portfolio Growth



BACKUP - Other

SECDEF Improvement Strategy Objectives

"The Department is in an enviable position because President Obama and Secretary Gates intend to improve the acquisition process and rebuild and reshape the acquisition workforce. In addition, there is Congressional support on both sides of the aisle. We must grow and reshape the workforce to meet current needs with special emphasis and focus on improving workforce quality."

"Workforce Size is Important, but Quality is Paramount"

The Honorable Ashton B. Carter
Under Secretary of Defense for Acquisition, Technology, and Logistics

DoD Acquisition Workforce Strategic Framework

USD Comptroller | **USD (AT&L)** | **USD (P&R)**

Robert F. Hale

Dr. Ashton Carter

Frank Kendall III PDUSD (AT&L)

Dr. Clifford L. Stanley

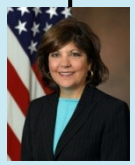
STRATEGIC

Resource Constraints

Alan F. Estevez Performing Duties of ASD (L&MR)

Shay D. Assad Performing Duties of ASD

Zachary J. Lemnios DDR&E



Marilee Fitzgerald

Bill Carr

Service Acquisition Ex[illegible]es

PPBES

-PB23
-Section 852

David M. Van Buren (Acting)

Malcolm R.

Sean J.

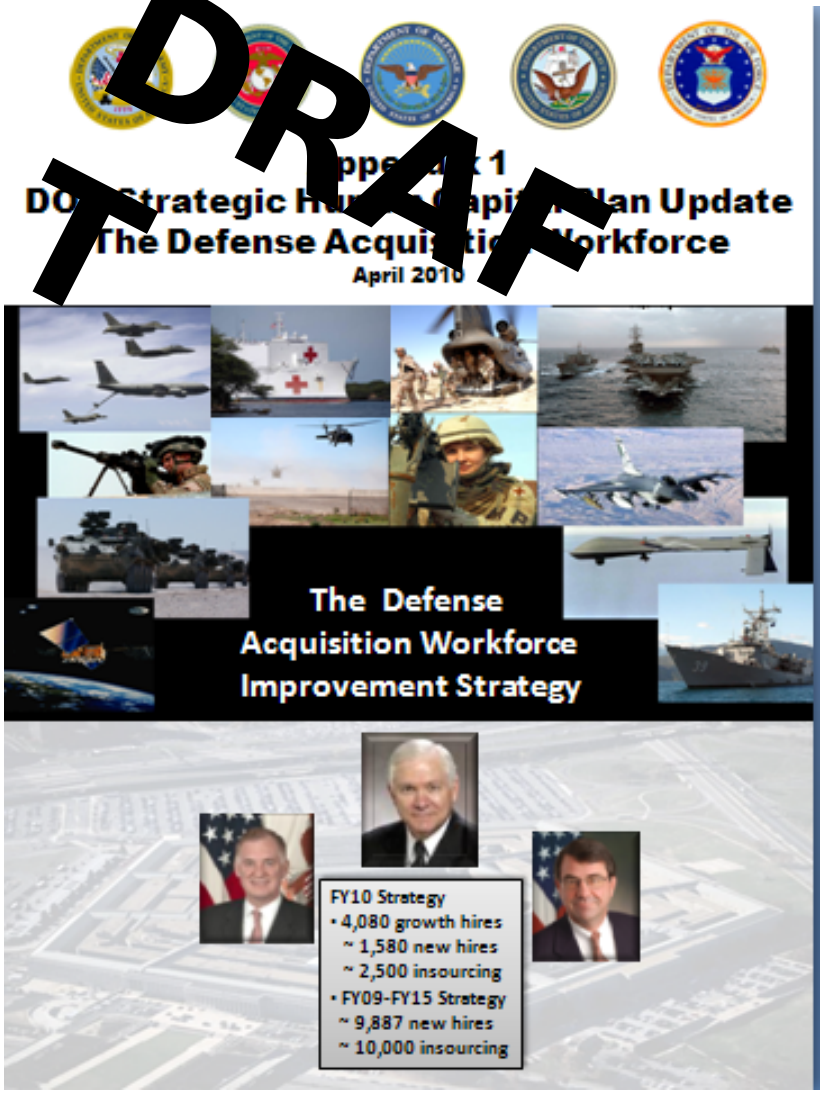
TACTICAL

Lt Gen Mark Shackelford

LTG William Phillips

James Thomsen

Workforce Report to Congress in Coordination



FY09 Defense Acquisition Workforce - Business

Human Capital Fact Sheet 2009

Defense Acquisition Workforce (DAW) Business - (Cost Estimating & Financial Management Career Paths)	Civilian (Civ) Business	Military (Mil) Business	Total Business (Civ + Mil)	Defense Acquisition Workforce
Size & Composition				
FY09 Workforce Size	7,059	203	7,262	133,103
Change in size 2008-2009	3.2%	-17%	2.5%	6.0%
Civilian/Military Composition	97%	3%	-	89% / 11%
DOD DAW 2015 Growth Target			23%	15%
Educational Attainment				
Bachelor's Degree or Higher	66%	95%	67%	79%
Graduate Degree	24%	50%	24%	29%
Certification (Cert)				
Level I or Higher Achieved	62%	56%	62%	72%
Level II or Higher Achieved	49%	33%	48%	60%
Level III Achieved	32%	12%	31%	36%
Position Cert Requirement Met or Exceeded	47%	35%	47%	59%
Planning Considerations				
% Baby Boomer/Traditional Generations	62%	14%	61%	58%
Average Age	46.2	37.4	45.9	45
Workforce Life-Cycle Model (YRE) % Future/Mid-Career/Senior	33/31/36 (%)(Civ)	-	-	32/33/35 (%)(Civ)
Average Years of Service	17.1	14.1	17.1	16.3
Retirement Eligible	1,129 (16%)	-	-	19,395 (16%)
Retirement Eligible w/i 5 Years	1,383 (20%)	-	-	21,567 (18%)
Total Career Field Gains/Losses	1,884/1,687	-	-	19,786/13,042
Training Statistics		**Business 2008**	**Business 2009**	**DAW 2009**
DAU Course Graduates (Classroom)		2,746	2,762	39,568
DAU Course Graduates (Web)		4,296	6,195	154,399
DAU Continuous Learning Completions		18,508	29,850	494,568

FY09 Defense Acquisition Workforce - Business

Civilian/Military Composition

Defense Acquisition Workforce Civilian/Military Composition Business Career Field (FY09)						
Acquisition Career Field	FY09 Count	Count %	Civ	Mil	Civ %	Mil %
Army	2,771	38%	2,771	0	100%	0%
Navy/Marine Corps	2,286	31%	2,211	75	97%	3%
Air Force	1,845	25%	1,717	128	93%	7%
DCMA	112	2%	112	0	100%	0%
DLA	6	0%	6	0	100%	0%
Other	242	3%	242	0	100%	0%
Total	**7,262**	100%	**7,059**	**203**	97%	3%

Top 5 Occupation Series (Civilian)

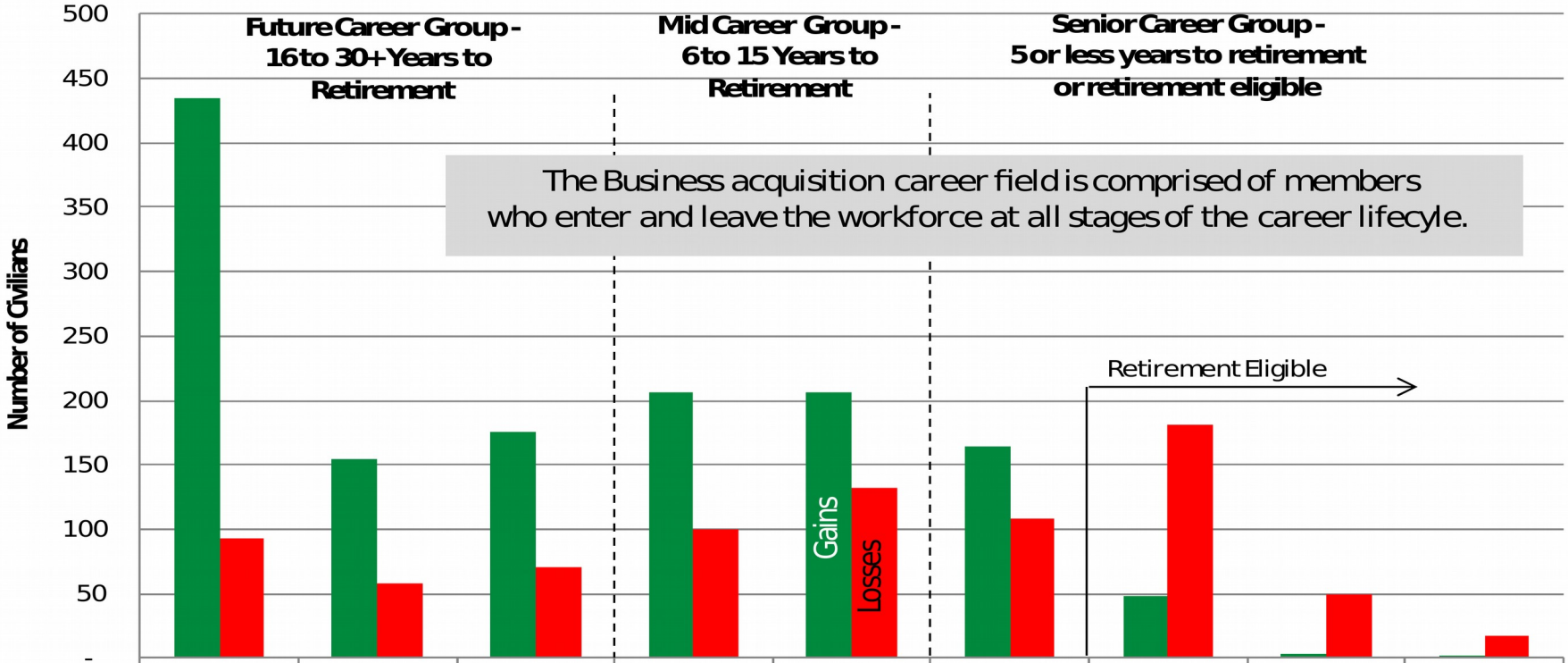
Top 5 Occupation Series (end of FY2009) Business - Cost Estimating and Financial Management (Civilian)							
Occ Series - Description	Total	Total (%)	Cum	Army	Navy/MC	AF	Other
0501 - Financial Administrator	2,480	34.2%	34.2%	250	1,063	1,154	13
0343 - Management and Program Analyst	1,761	24.2%	58.4%	1,187	427	66	81
0560 - Budget Analyst	914	12.6%	71.0%	547	27	284	56
1515 - Operations Research Analyst	703	9.7%	80.7%	286	279	83	55
0301 - Administration & Program Staff	255	3.5%	84.2%	230	15	7	3

Note: There are 16 records with null values for OCC series

#Occ Series in Career Field =54

FY09 Defense Acquisition Workforce - Business

Defense Acquisition Workforce
Workforce Lifecycle FY09 Gains & Losses* - Business
(by Years to Full Retirement Eligibility)



	<=25	-25 to -21	-20 to -16	-15 to -11	-10 to -6	-5 to -1	0 to 4	5 to 9	10+
Gains	435	155	175	207	206	165	48	4	2
Losses	93	58	71	100	132	109	181	49	17

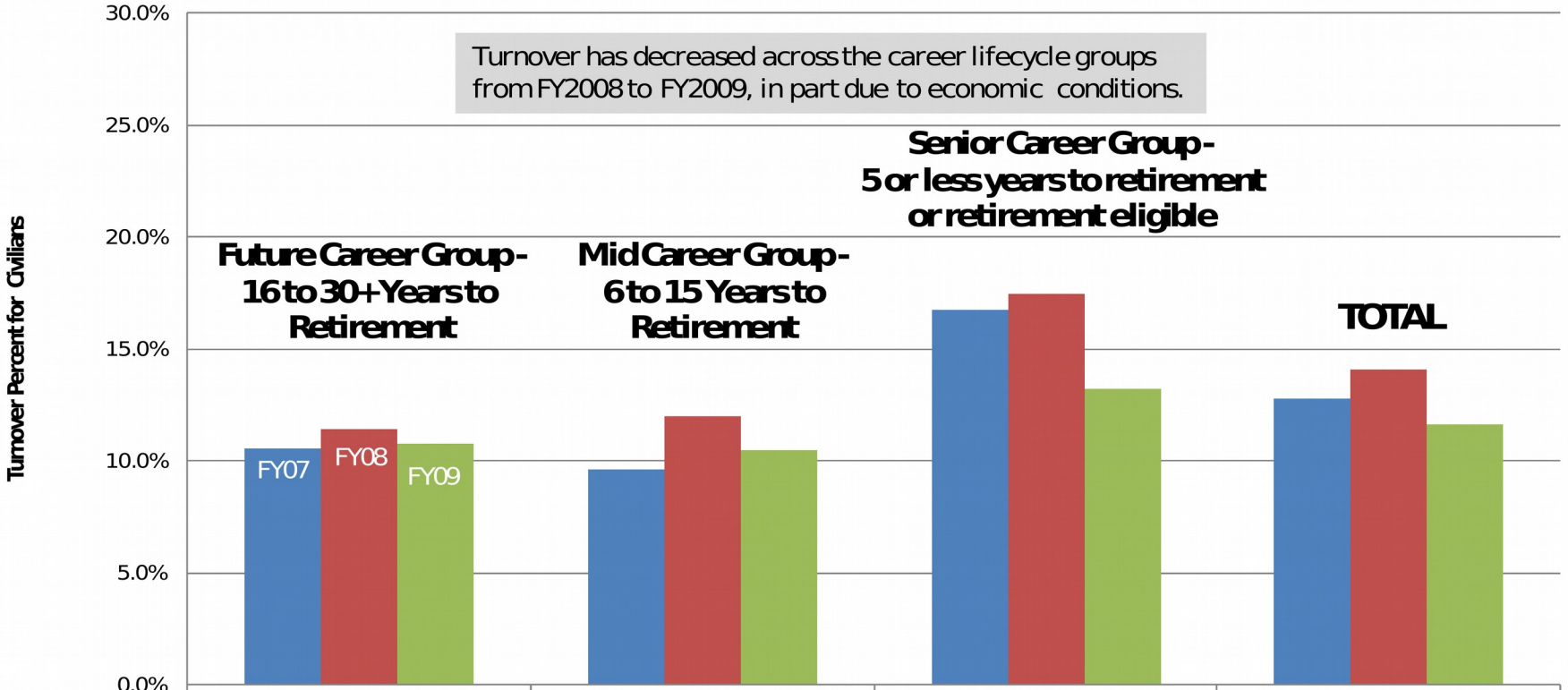
Career Lifecycle by Years to Retirement Eligibility

*Does not include administrative gains and losses

FY09 Defense Acquisition Workforce - Business

Defense Acquisition Workforce Turnover - Business

(FY07, FY08, FY09)(by Career Lifecycle Group)(Civilian)


Turnover has decreased across the career lifecycle groups from FY2008 to FY2009, in part due to economic conditions.
Future Career Group - 16 to 30+ Years to Retirement
Mid Career Group - 6 to 15 Years to Retirement
Senior Career Group - 5 or less years to retirement or retirement eligible
TOTAL
FY07
FY08
FY09
Turnover Percent for Civilians
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%

	Future Career Group	Mid Career Group	Senior Career Group	Total
Turnover FY07	10.6%	9.6%	16.7%	12.8%
Turnover FY08	11.4%	12.0%	17.5%	14.1%
Turnover FY09	10.8%	10.5%	13.3%	11.6%

Turnover Percent by Career Lifecycle Groups

FY09 Defense Acquisition Workforce - Business

Total for Key Leadership Positions as of Dec 31, 2009 = 1,052

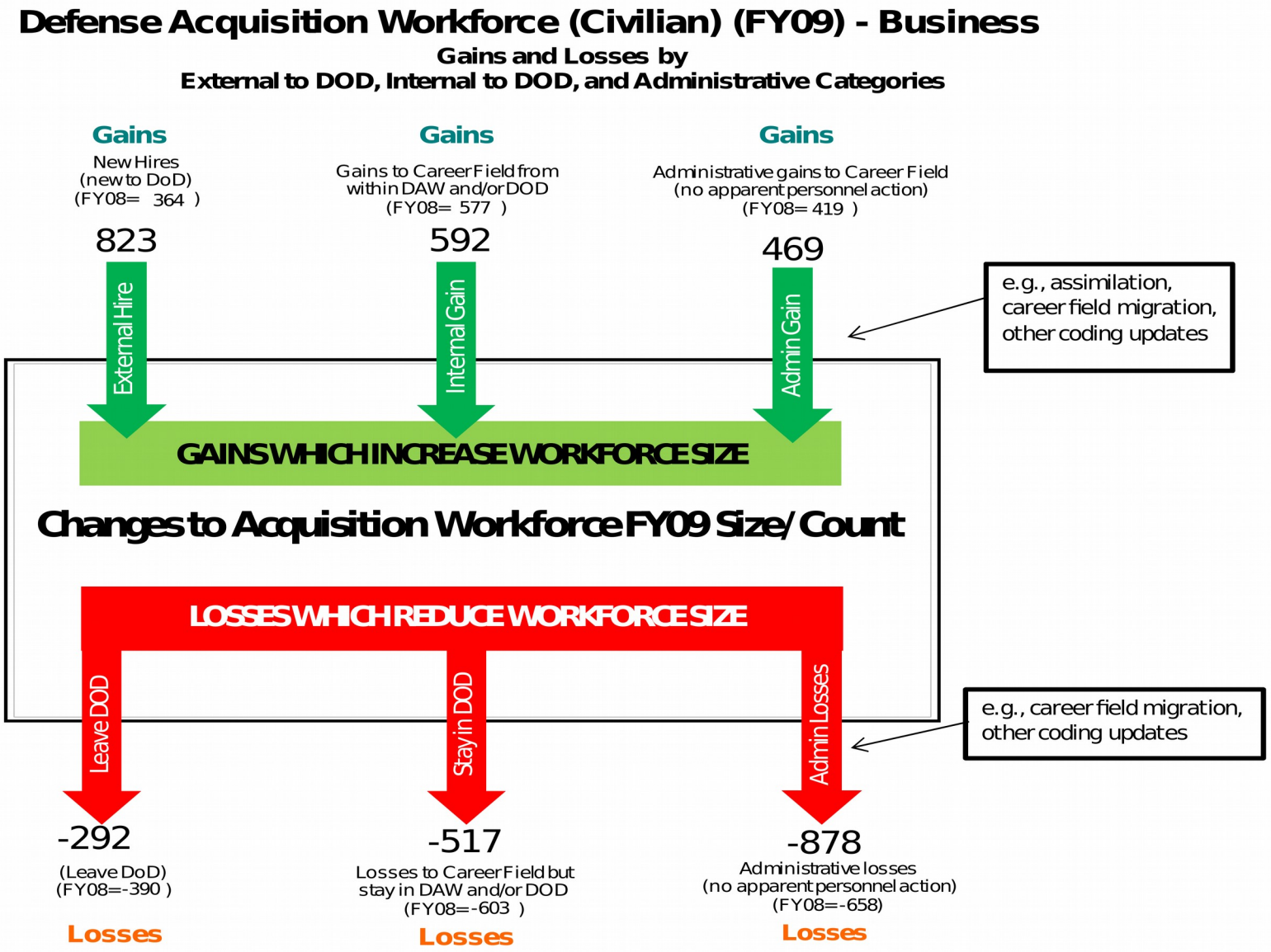
DOD Acquisition Career Field	Army	DoN	Air Force	Other	Total	% of All KLPs	Cum %
Program Management	299	191	105	13	608	58%	58%
Engineering	73	41	28	0	142	13%	71%
Business - Cost Estimating	2	25	0	0	27	3%	74%
Life Cycle Logistics	17	0	4	0	21	2%	76%
Contracting (Added by DOD)	87	31	20	20	158	15%	91%
TOTAL	478	288	157	33	956	91%	

Other = 96

NDAA FY10, SEC. 1108. REQUIREMENT FOR DEPARTMENT OF DEFENSE STRATEGIC WORKFORCE PLANS.

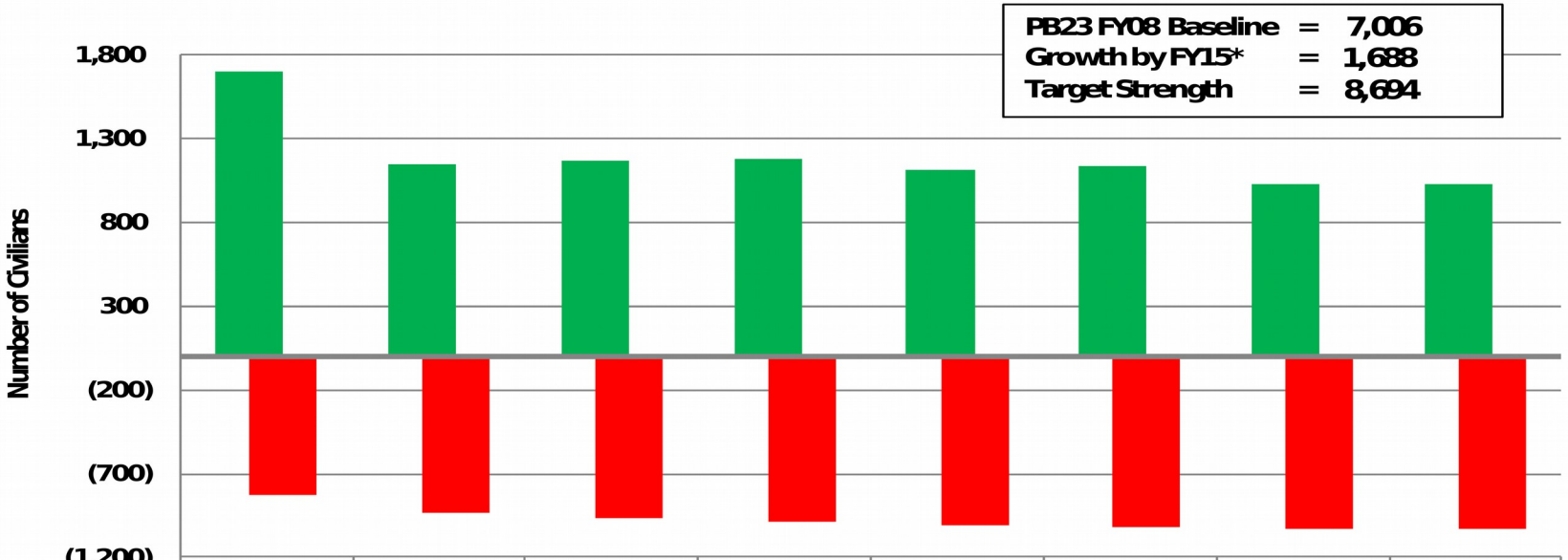
- The Secretary of Defense shall submit to the congressional defense committees on an annual basis a strategic workforce plan to shape and improve the civilian employee workforce of the Department of Defense.
- The "Acquisition" plan shall include:
  - All - An assessment of the critical skills and competencies that will be needed in the future within the civilian employee workforce by the Department of Defense to support national security requirements and effectively manage the Department during the seven-year period following the year in which the plan is submitted,
  - All - the appropriate mix of military, civilian, and contractor personnel capabilities;
  - All - the critical skills and competencies of the existing civilian employee workforce of the Department and projected trends in that workforce based on expected losses due to retirement and other attrition;
  - All - gaps in the existing or projected civilian employee workforce of the Department that should be addressed to ensure that the Department has continued access to the critical skills and competencies .
  - All - Plan of action for developing and reshaping workforce
  - All - Specific recruiting and retention goals
  - All - Specific strategies for developing, training, compensating and motivating workforce
  - All - any incentives necessary to attract or retain any civilian personnel possessing the skills and competencies identified
  - All - Specific "size" change needs
  - All - any legislative changes that may be necessary to achieve the goals
  - All - An assessment, using results-oriented performance measures, of the progress of the Department in implementing the strategic workforce plan under this section during the previous year.
  - All - Funding needed
  - Any additional matters the Secretary of Defense considers necessary to address.
  - Each strategic workforce plan under subsection (a) shall include a separate chapter to specifically address the shaping and improvement of the senior management, functional, and technical workforce (including scientists and engineers) of the Department of Defense.
  - Acquisition - Plan of action for improving the DAW
  - Acquisition - Specific steps to develop appropriate career paths for the DAW

FY09 Defense Acquisition Workforce - Business



FY09 Defense Acquisition Workforce - Business

Gains and Losses to Achieve & Maintain Target Strength
Defense Acquisition Workforce - DOD-Wide (Business) (Civilians)



	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Target Gains (Recruiting, Hiring)	1,699	1,144	1,168	1,178	1,118	1,136	1,034	1,031
Target Max Losses (Retention)	(823)	(930)	(961)	(989)	(1,012)	(1,024)	(1,034)	(1,031)

*Growth estimates are as of Oct 2009 Senior Steering Board Component Inputs